

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND THREE HUNDRED AND THIRTIETH MEETING
OF THE BOARD OF TRUSTEES

Columbus, Ohio, April 4, 1997

The Board of Trustees met at its regular monthly meeting on Friday, April 4, 1997, at The Ohio State University Prior Health Sciences Library, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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The Chairman, Mr. Wexner, called the meeting of the Board of Trustees to order on April 4, 1997, at 10:50 a.m. He requested the Secretary to call the roll.

Present: Leslie H. Wexner, Chairman, Alex Shumate, Theodore S. Celeste, Michael F. Colley, George A. Skestos, David L. Brennan, James F. Patterson, Tamala Longaberger, Holly A. Smith, and Mark Berkman.

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PRESIDENT'S REPORT

President Gee:

Ladies and gentlemen, welcome to the Prior Health Sciences Library and what a wonderful facility it is -- you may never get it back. During the renovation, the Library was relocated to the Jesse Owens Recreation Center on West 11th Avenue. After 14 months in a gym, the students, faculty, and staff are thrilled, I can assure you, with their new home. This library has been open since October, and we are the first group to meet in the Medical Heritage Center, and it's a lovely place indeed. The library renovation is a great example of public/private partnership. This beautiful room was made possible through generous private support.

Ohio State's Health Sciences Library is in the top 20 percent of medical libraries in the country in services provided. The capable staff meet the needs not only of students and faculty, but also of patients and the public. The collection numbers more than 250,000 volumes. Beginning this quarter, in response to student requests, the Library has extended hours Sunday through Thursday until 2:00 a.m. I might add that this is another alternative to the bar scene.

I want to introduce the Director of the Prior Health Sciences Library, Susan Kroll. A veteran of our libraries for nearly 15 years, she has been the Director of the Prior Health Sciences Library for nearly six years. Please join me in thanking Susan.

Spring Quarter classes began on Monday, although some students with fresh sunburns prolonged the holiday by a day or two! This week also kicked off the COTA bus service for all students. Showing only their university student ID, they can ride any COTA bus as a result of their quarterly fee payment. Extended service to the Lennox Center, downtown, and the Sawmill Road area will be a new convenience for students.

To communicate more effectively with them, COTA inaugurated a new Internet Web Site on Monday. You will shortly see a wonderful Ohio State Scarlet and Gray painted COTA bus around town. We were just on one yesterday, weren't we, John? Again, to John and his colleagues, congratulations for a wonderful job well done by our student leadership.

March brought devastating floods to much of Southern Ohio. Ohio State University Extension has been actively involved in assisting agencies and flood victims. Extension faculty have circulated information on many things, including mold and mildew removal, livestock protection, water testing, and preserving photographs that have been damaged.

The effective Extension communication network has been used to relay information on assistance programs and safety issues from the State's Emergency Operations Center to residents. We should all be enormously proud of the personal and professional dedication of our colleagues in Extension during this difficult period for the state.

PRESIDENT'S REPORT (contd)

President Gee: (contd)

The University is also very proud that three of our own were honored at the 1997 YWCA Women of Achievement luncheon. Susan Brown of Vorys, Sater, Seymour and Pease, is one of our distinguished graduates and has been on the board of the Alumni Association.

Greta Russell, who is our university controller, came to her accounting career after starting a family, and works with youth organizations and women's groups to motivate others to achieve. She is, by the way, the past national president of the National Association of Black Accountants.

Nancy Zimpher not only leads our College of Education to consistently high rankings, but is a national leader among colleges of education. She is an active partner with Ohio's schools and a leader in the United Way programs. I would just say that on a very personal level, I congratulate each of these women who are truly women of achievement.

During the past month, I made 16 surprise visits to faculty members who are 1997 recipients of the Alumni Award for Distinguished Teaching and the Distinguished Scholar Award. The shock and joy of the faculty in receiving news of their recognition is wonderful, indeed, to witness. . . some are literally -- and you might account for this as faculty members -- speechless!

The applause of their students and warm congratulations of their colleagues make the "Apple" presentations memorable for all. Regrettably, as Dr. Sisson knows, I was stranded on an airplane and had to miss one of the scheduled surprise visits. So Provost Sisson took along a life-size cardboard cutout of me, and I was told by several people that it was my most scintillating presentation of the 16!

Speaking of Dr. Sisson, you will note a recommended change in title for the Provost on today's agenda. The title Senior Vice President and Provost is not only more appropriate to his leadership role, it is also shorter I might add! I think the only one-word administrative titles around here, at the moment, are president and coach, and we operate in equal jeopardy.

We considered a number of other titles for Dr. Sisson, but rejected Grand Pooba, High Commander, Potentate, and The Big Cheese. Dick, I just wanted to tell you that if this passes today, we do have cards with your new title engraved, but I will hold onto these until after the Board acts. Let me just say, that at a very personal level I think you all know that Dr. Sisson has done a remarkable job in leadership for this university. One of the great, great treasures of Ohio State sits right over there and not only is he our academic leader, but he is my friend and I value that greatly. I just wanted to say that personally.

Let me just also note that in terms of academic achievement, we have a great one right here. Mark didn't think that I would remember this. Mark Berkman, a second year dental student, was just notified on Sunday that he is one of the Howard Hughes Academic Fellows. He is the first dental student in this country to receive such a recognition and he is the first student from the Big Ten to receive such a recognition, so I think we ought to give him a hand. That is really wonderful and we are quite proud of him, I can assure you.

Among the personnel actions of the Board today is the appointment of the Enarson Professor of Public Policy and Management, Mary Schiavo. She has been very much in the news in the past week with the publication of her book *Flying Blind*,

PRESIDENT'S REPORT (contd)

President Gee: (contd)

Flying Safe, which means none of us should ever be flying after reading that, I can assure you.

The former Inspector General of the U.S. Department of Transportation, she is from Williams County, Ohio, and started college at this university. She earned an Ohio State Master's degree in Public Administration and will teach five courses during her year-long appointment.

I might note that her "60 Minutes" interview two weeks ago mentioned her affiliation with the university. The Enarson Executive in Residence Program has been designed to bring individuals with extensive government experience to the classroom, and the students are eager to work with Ms. Schiavo.

Also making news this week has been the announcement of Jim O'Brien as the men's basketball coach. Perhaps that April blizzard in Boston helped make up his mind to come to Ohio, we certainly hope so! And then, as you will note, we have just appointed this morning Beth Burns, the coach of San Diego State University, as our women's coach. I noted that Beth was living in a home on the beach, so you can see that, indeed we have a very attractive place, and we congratulate both of these people. They are world class coaches, coming to a world class university to create world class programs. That is what we are about.

On March 24, we dedicated the Conard Learning Center at Ohio State-Mansfield. The Conard Learning Center for Academic Enrichment assists students in refining their academic skills and developing new strategies to increase their academic success. The Center offers one-to-one academic counseling, peer tutoring, diagnostic testing, and study skill assistance. They also house a walk-in math lab, the Sprint Telecommunications Center, and services for the learning disabled.

The Conard family has been instrumental in the development of our Mansfield campus since its inception, and the generosity of the Conard Foundation was instrumental in the construction of this state-of-the-art facility, which I just visited. It is truly a lovely, lovely place.

Finally, WOSU-AM will mark its 75th year of regular broadcasting April 24. A number of commemorative activities are being held including a performance last night by the "Capitol Steps" and appearances last night and today by NPR personalities Bob Edwards, Scott Simon, and Brian Naylor. NPR president Del Lewis is here for the festivities. WOSU was one of the first stations in the country to offer listeners NPR programming.

In 1922, WOSU-AM was Columbus' first regularly broadcasting radio station. The first call letters were WEO which stood for Willing, Energetic, Athletic, Ohio! By 1924, the football game play-by-play was broadcast. The call letters were changed to WOSU in 1933. Two Signal Corps captains supervised the first broadcast from the ROTC barracks. It could be heard more than 100 miles away so recall that this was in the pioneering days of radio.

A re-creation of the first broadcast will be presented on April 24, and I was invited to read the part of Ohio State's 5th president, William Oxley Thompson. Closing the broadcast, he said of this new-fangled invention, "Educational institutions always have shown a strong interest in applied modern science. I congratulate you on the prospects before you as a result of this marvelous development." I add my congratulations to WOSU, along with that of President Thompson. Mr. Chairman, that concludes my report.

STUDENT RECOGNITION AWARD

Mr. Berkman:

Brenda Miller is a third-year student in the College of Veterinary Medicine. She came to The Ohio State University after graduating from an honors tutorial program at Ohio University. She chose Ohio State's vet school, because of its outstanding reputation in the clinical sciences.

In addition to being an excellent student, Brenda's compassion and drive for community service are what makes her stand out among her colleagues. In 1995 she organized the first student chapter of the American Association of Human Animal Bond Veterinarians. This organization has given many of her fellow students an opportunity to promote public awareness of animals in human society, as they work toward their professional degree.

Providing for the exploration of the role of animals as pets, service aids, and therapeutic tools for the medical professional, she has worked to further the educational experience for herself, as well as her colleagues. She has also been instrumental in the establishment of the College's Pet Loss Support Hotline. For this service, pet owners can receive counseling regarding the grief and guilt that they may experience through the loss of their animal companion.

She has held the office of treasurer of Ohio Student Chapter of the American Association of Equine Practitioners and is a member of the student chapter of the American Veterinary Association. Upon graduation she hopes to work as a veterinarian treating both small and large animals. In addition, she plans on continuing to focus on the needs of the owner, as well as the animal patient. She says that such a balance is important and needs to be addressed. She has been characterized as a student who demonstrates compassion, understanding, and dedication to the spirit of a human/animal bond.

Brenda is here today with Dr. Diane McClure, Assistant Professor in the College and the advisor to many of the organizations that Brenda has worked to create. If you would both come forward, the Board of Trustees of The Ohio State University would like to present you with the Student Recognition Award.

That concludes my presentation.

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HOSPITALS BOARD REPORT

Mr. Skestos:

The Professional Affairs Committee and the Executive Committee of the University Hospitals Board met on March 20, 1997. The Professional Affairs Committee received a quality review update and an executive summary of the leadership council initiatives. This report highlighted the extension hospital-based, physician credentialing processes into all offices owned by the Hospitals.

The Executive Committee received reports about the potential impacts on University Hospitals related to the tentative acquisition of Doctor's Hospital by Columbia HCA. The Executive Committee also received a positive report on the cost reduction initiatives that are now showing an approximately 5 percent reduction in the costs per patient stay during the last 12 months. They also received a financial report indicating that the year-to-date gain from operations is moderately exceeding budget.

HOSPITALS BOARD REPORT (contd)

Mr. Skestos: (contd)

That concludes my report.

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FISCAL AFFAIRS COMMITTEE

Mr. Skestos:

Mr. Chairman, this morning the Fiscal Affairs Committee is meeting as a whole and I would now like to call the meeting to order. I would like to call on Bill Shkurti, Ed Ray, and Larry Lewellen to discuss the Expenditure Benchmark Report.

EXPENDITURE BENCHMARK REPORT

Mr. William Shkurti:

Thank you, Mr. Chairman. While my colleagues are getting seated, let me get started. You should have in front of you a document entitled, "Expenditure Benchmark Report" dated April 4, which is the color version of what is in your book. I will speak from the stapled version, because it is a condensed version.

As you may recall at the last Board meeting, we looked at revenue benchmarks and this is the second part of that presentation -- where we look at expenditure benchmarks -- before we ask you to make a budget decision. In the interest of a smooth presentation, we won't have three talking heads. I will present the material, but I want to acknowledge not only the work of the Office of Resource Planning and Institutional Analysis staff, but Ed Ray and his staff in Academic Affairs, and Larry Lewellen and his staff in Human Resources in helping to put this information together.

What we will look at are expenditure benchmarks in three particular areas: 1) how the University spending has changed over time since the benchmark year of 1991 when President Gee came on board; 2) how we compare with peer institutions; and 3) some benchmarks on human resources and we will talk about the implications of that.

So if you will turn to page two in the colored documents -- the one that deals with the University's general funds budget -- what this does is compare how much our general funds budget expenditures have gone up compared to inflation over the last seven years. If you would ask most people on the street how much spending is going up at OSU they would say twice the level of inflation or 5-6 percent, because what they read in the headlines every year is whenever our tuition is increased that is what registers in their minds.

It is true that our tuition has gone up twice the rate of inflation, but as I explained last month a lot of that has to do with the fact that State funding has not kept up. So if you will look at the University's budget as a whole, you will see that it stayed very even with inflation on average over the last seven years. So this has not been an institution on a spending binge, but, in fact, one who has barely been able to keep pace with inflation. There are some interesting implications from that and I'll get into that in a minute.

On page three, the next chart shows the distribution of those expenditures and it shows that rather than spread resources across-the-board, the University has been

EXPENDITURE BENCHMARK REPORT (contd)

Mr. Shkurti: (contd)

very selective in terms of what it has invested in. I'll just pick two or three items on there to bring to your attention.

The area that has grown the most is what we call "Academic Enrichment," and those are investments by the Office of Academic Affairs in the instructional and research programs in our various colleges and departments. These are ways that we can steer resources to cross-cutting disciplines and new initiatives for things like distance learning and those kinds of activities.

So the University has not remained paralyzed saying, "Well our money has only gone up with inflation, therefore, we can't do anything." We have really made some tough decisions and have moved money into these important areas.

Another area that I would like to point out is student financial aid. The general funds side has gone up an average of 8.9 percent a year since 1991. In other words, our commitment out of general funds to student financial aid has gone up 50 percent faster than tuition. So in other words, if you view financial aid as a way of making the University accessible to people who otherwise couldn't afford to be here, we are doing better than we have historically, even though the State has not been as supportive as we think they should.

Then if you add on top of that the tremendous success that we have had in our fundraising efforts from the private sector -- which are not reflected in these numbers, because this is general funds -- it is an even more dramatic improvement. So I think that this is a university that has the right values and is doing the right things in making the best efforts with the resources available.

If we are spending more with the inflation rate in some of these key areas it would have to come from somewhere. If you look down towards the bottom of the chart you will see that our average payroll expenses have increased at only 2.2 percent a year, which is substantially less than inflation. That does not mean that pay raises have been held back, it does mean that when you combine the amount paid per individual and the number of people that we have on the payroll, the combination of that has shown the University has restructured and downsized. We are doing the good things that we are doing with less people. So we are working harder and we are doing better with less as reflected in the payroll.

Then if you look at supplies and services -- which the State does tend to fund at an inflationary level -- we have not for seven years increased the supplies and services budgets for our departments, academic units, and support units. It has made it very difficult for them because the prices for a lot of the things that they buy have gone up. Those managers have had to move money around to keep the University running, even though we haven't had the support. Miscellaneous -- which really is miscellaneous -- has actually gone down as we focus more on targeted items.

The next chart shows what some of the academic enrichment money is and this has been a program over the last three years, where we have had a little more budget flexibility than the period through '91-'94. It shows you some of the things that have been targeted for the new money and that includes: reducing the number of closed courses; making sure that we are acquiring the right library materials; those programs for colleges and departments or competitive grants that the Provost talked about earlier this morning; improving honors courses in biostatistics and computational linguistics; new cutting-edge disciplines in teaching and research; improving the student experience with things like improving academic counseling;

EXPENDITURE BENCHMARK REPORT (contd)

Mr. Shkurti: (contd)

and interdisciplinary initiatives, such as molecular life sciences and learning technology in academic computing. So we have taken the truly discretionary resources that we have and we have targeted those in areas that we think make the best long run benefit for our students, for the institution, and for the people of Ohio.

The next chart is an interesting one because there has been a lot of posturing from political leaders from both parties in the State and nationally that they aren't passing on unfunded mandates to local government and universities. Well what this is, is a compilation of what has actually been in the budget. We have had to allocate above inflation for unfunded state and federal mandates -- things like OSHA, ADA, Environmental Cleanup, and so forth. You can see that is a rather large increase over those three years.

Now in fairness, the large increase in FY '97 reflects, in large part, the investment that the University has had to make in making sure that the ground under the Fawcett Center is safe and not an environmental hazard, and we have done that. That is a one-time thing, but it shows the challenges that the University has to meet.

When the Fawcett Center was built, the University complied with all of the environmental laws and requirements at the time. The problem is that the environmental requirements have become more strict over the last 30 years so that when we started looking into that area for the possibility of adding on to the Alumni House, we realized that there was testing and cleanup we had to do and we had to pay for it. The University wants to be a good citizen, we don't want to be a polluter, we don't want to violate state or federal laws, but that is an expense that the State and the federal government does not reimburse us.

So some of the things that we have had to do cause us to have to raise our expenditures. They are worthwhile things to do, but they are not frivolous, they are important, and they are things that we feel are necessary.

The next item takes a look at how we compare to the 20 peer institutions that we talked about before. Those are the best public, comprehensive research institutions in the country. What we have done is to compare the expenditures for a full-time equivalent student.

Now one of the changes that we made this year is to use a three-year average. The reason that we did that is when you get into expenditures you are at the mercy, sometimes, of your own accounting system and how things are classified. We saw that in 1995 when our instructional expenditures jumped substantially. When we looked at why, we found out that all of the early retirement had been booked appropriately by the accountants in the year that it occurred, but it made it look like we were spending a lot more for instruction than we were. So rather than get into a lot of this year-to-year fluctuation, we will be using a moving average. I think this tells an interesting story and it shows when you compare us to these peer institutions, our expenditures -- on behalf of instructional needs -- are right at the peer average. Overall, we are 23 percent below the peer average because we spend 34 percent less than the peer average per student on non-instructional areas.

You have a question, Mr. Brennan?

Mr. Brennan:

On page seven, you detail the dollars by category to support this graph. The research dollars are simply transfer dollars, aren't they, Bill? They come in, they go out

EXPENDITURE BENCHMARK REPORT (contd)

Mr. Shkurti:

Not quite. The expenditures are in two parts. There are expenditures that we budget to support research and we get at least some sort of reimbursement from the federal or state government or from the sponsor, but not for all. So it is not a pure transfer and some of the money that the University spends for research it does not receive money for it.

Mr. Brennan:

Is it a gross amount expended on research or is it the net amount?

Mr. Shkurti:

It is the gross amount budgeted and spent for research.

Mr. Brennan:

The \$3 million difference is just in research. If you take those numbers out of both columns, you have a \$15 million cost versus \$17.5 million. It is not quite as dramatic a difference.

Mr. Shkurti:

Right. But if you look at some of the other figures -- for example, student services or academic support -- those are still some rather large gaps so I understand your point. Again, when you make these kinds of comparisons you have to be careful of how you use it.

I think that the conclusion that you can draw from this is first I think the University has its priorities in the right place, which is instruction first. The students come here, pay for tuition, and receive instructional subsidy, that is what we have to do first. We have squeezed the bureaucracy as a result and I don't think that is necessarily bad, but I would not argue that we should spend close to the average for all bureaucracies on the bureaucratic part of the institution. There are some things that we need to do. For example, academic counseling and so forth, where we really aren't giving our students the same kind of support that students at other institutions have and that is a part of what this shows.

The next item -- and we will move to some of the human resources comparisons -- compares the average faculty salaries at OSU with the 20 peer institutions that we talked about. The red line in the middle is Ohio State, with an average of \$62,700 and it shows that it is slightly above the average for all 20 institutions at \$62,400 and just slightly below the average for the top ten institutions, which is \$63,000.

It shows that overall on average, salaries are about where the market is if you take the average. The one caveat that I would make on these figures though is that these are comparing averages of a lot of different categories and so even though on average we may be where we want to be, there may be distributional issues. One of the things that we have seen -- from information that Larry's people put together for the Faculty Compensation and Benefits Committee -- is that we tend to lag at the lower ranks of the incoming assistant professor and that is one area, obviously, where you want to be more competitive -- to bring people in.

Mr. Shumate:

Bill, do these competition figures include benefits?

EXPENDITURE BENCHMARK REPORT (contd)

Mr. Shkurti:

They do not include benefits. Larry, I believe that there is a general comparison that we do on benefits, but not a specific one.

Mr. Larry Lewellen:

We do study benefits separately, but across these premier institutions generally the cost of benefits and the benefits delivered are fairly similar, so it is not as much a decision maker. If you compare our benefits to private industry or others, we are generally better, but not among this group.

Mr. Shumate:

Including benefits would not impact this chart that we are looking at on page seven?

Mr. Lewellen:

That is correct.

Mr. Shkurti:

There is more than one way to look at faculty salaries and that is what the next chart shows on page eight. This flows from the functional/mission statement it says, "If we really wanted to improve ourselves and move up in the rankings of the AAU to the top 25, what would our salary have to be compared to what the 25th highest institution pays?" There you see a difference of \$2,600.

Part of this is a chicken and egg thing. How good do your salaries have to be to be better, how much better can you be at the level that you are at. I think that it just shows the importance that if you want to move up, we need to be aggressive in hiring people away from other places and that we shouldn't be complacent just because we are at some average. We need to be careful that we stay even with the market, or better than the market, and in some areas do better than the market. I think that is what this shows.

The next chart on page nine compares our staff salaries. The faculty market is national and international, and the staff market is more located near Central Ohio. To make the chart work right, we've had to use pluses where the pluses mean that the market is higher than the University. So, for example, on paraprofessional and technical employees, this means that the University is in red and the market is in gray -- so the University is 14.8 percent below the market.

One note that I would make is that I made this presentation last year and pointed out that for clerical and secretarial people the University is 1.5 percent over the Columbus market. I received some rather interesting e-mail from University staff saying, "Why did I say that secretaries were overpaid?" I want to make it clear that I am not saying that secretaries are overpaid, particularly, and including mine. I think secretaries are among the underappreciated people at this University who keep this place together and a 1.1 percent difference to someone who makes \$20,000 to \$25,000 is like \$250 and I think that for good people it is worth it.

I am not saying that our clerical or secretarial staff are overpaid. However, what I will say is that it shows that if you compare our clerical staff with those of state government -- people in the same classifications, doing the same work, who work for

EXPENDITURE BENCHMARK REPORT (contd)

Mr. Shkurti: (contd)

the State of Ohio -- state government employees make an average of 13.9 percent more. So I think that we are below state government in that area.

Mr. Skestos:

Bill, before you go on -- getting back to the question that Alex asked -- if you added the benefits that we pay them, would that bring us up closer to the market? The market isn't as good as we pay at the University for our staff, is that right?

Mr. Lewellan:

That is a very good question. What we would like to do with this next year, in this case, is the Staff Advisory Committee would like to add benefits to this comparison because it is not a differentiator for faculty, but it is among these markets and that would help close some of the gap. Not the majority of it, but some of it.

Mr. Shkurti:

I would say the message in all three of those charts is that we are in competitive markets for our employees and there is no evidence that our people are being overpaid. There is definitely some evidence in some key areas we need to do better as we move along.

So in summary, let me point out that the four following points are valid based on this information: 1) since 1991 the growth in OSU's general fund expenditures has barely kept pace with inflation; 2) the University has targeted its limited resources consistent with the academic goals, including limited investments in critical areas; 3) compared to peer institutions, OSU is highly competitive and supportive of instruction, which is exactly where it should be, but significantly less competitive in funding for a variety of instructional support services. I will never make the argument that throwing money at services is the solution, but if you are too far below the competition, it is difficult to compete. And 4) OSU is competitive with the group average of peer institutions for faculty salaries, but below our target position of 25th in the AAU rankings, and that staff salaries are below the local regional employer market for most occupational areas.

So I think we planned our spending well and provingly the implications from this are: we need to continue to follow through on our strategic objectives of providing a quality experience both inside and outside the classroom for our students; we need to continue to support the full funding of the Board of Regents' request for core funding and tuition restraint, because that is the single most important thing that the State of Ohio can do to help us; the budget package approved by the House is an improvement over the executive budget, but does not yet meet all of our needs; and we should use the Senate and Conference Committee as an opportunity to continue to make our case.

Let me see if either of my colleagues would like to add to anything that I have said, and then I will be glad to answer any questions.

Dr. Edward Ray:

I guess if there were one point that I would add it is simply, as the figures suggest, we are meeting the competition as best we can in terms of instructional support. We think that reflects having our priorities right to the extent that we can't succeed in getting additional State funding. We face the very real risk -- as we understand that

EXPENDITURE BENCHMARK REPORT (contd)

Dr. Ray: (contd)

there are serious deficiencies in some of our support areas, whether it is counseling, advising, student life services, or whatever -- of trading off what we've got right, which is our support for our instructional mission in order to meet these other underfunded areas, and that is really not the answer that we want. We want to try to be competitive on both sides of the equation and for that we need additional State support.

Mr. Skestos:

Any further questions? Thank you, gentlemen.

(See Appendix XXXVIII for background material, page 745.)

REPORT OF AWARD OF CONTRACTS

Resolution No. 97-100

RECREATION AND INTRAMURAL SPORTS FIELDS

Synopsis: Accept the report of award of contracts and establishment of contingency funds for the Recreation and Intramural Sports Fields project is requested.

WHEREAS a solution adopted by the Board of Trustees on December 2, 1994 authorized the President and/or Vice President for Business and Administration to request construction bids in accordance with established University procedures, and if satisfactory bids were received to award contracts for the following project:

(* Recommended alternates included in these amounts)

Recreation and Intramural Sports Fields

This project constructs new sports fields on approximately 38 acres of the west campus area including replacement of the King Avenue playing fields and provides two multi-purpose spaces containing eight softball/baseball fields, eight flag football fields, and two multi-purpose spaces for sport club practices, contest, and tournaments. The total project cost is \$4,500,000; funding is provided by future University bond proceeds (\$4,000,000) and University funds (\$500,000). The completion date is December 1997. The contracts awarded are as follows:

Design:	Edsall & Associates, Columbus, Ohio
General Contract:	Cody Zeigler, Inc., Summit Station, Ohio
Amount:	\$2,661,700 *
Estimate:	\$2,996,950 *
Plumbing Contract:	Fox Mechanical, Columbus, Ohio
Amount:	\$43,000 * +
Estimate:	\$27,650 *
HVAC Contract:	Columbus Heating and Ventilating, Columbus, Ohio
Amount:	\$20,774 *
Estimate:	\$21,500 *

+ The Plumbing Contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

REPORT OF AWARD OF CONTRACTS (contd)

Recreation and Intramural Sports Fields (contd)

Electric Contract:	Jess Howard Electric, Blacklick, Ohio
Amount:	\$1,183,653 *
Estimate:	\$1,538,500 *
Total All Contracts:	\$3,909,127 *
Contingency Allowance:	\$191,301
Total Project Cost:	\$4,500,000

NOW THEREFORE

BE IT RESOLVED, That pursuant to the actions previously authorized by the Board, the report of award of contracts and establishment of contingency funds for the Recreation and Intramural Sports Fields project is hereby accepted.

(See Appendix XXXIX for map, page 761.)

PURCHASE OF REAL PROPERTY

Resolution No. 97-101

**APPROXIMATELY THREE ACRES OF UNDEVELOPED LAND ADJACENT TO
THE OHIO STATE UNIVERSITY AT MARION**

Synopsis: The Board of The Ohio State University at Marion and the Fiscal Affairs Committee recommend authorization to purchase the approximately three acres of vacant land at the southeast corner of State Route 529 and County Road 169 in Marion, Ohio.

WHEREAS The Ohio State University has been presented with an opportunity to acquire three acres of vacant land at the southeast corner of State Route 529 and County Road 169 in Marion, Ohio; and

WHEREAS the property has an appraised value of between \$115,700 and \$125,000, and the owner of the property, Dr. Kazi Mobin-Uddin of Columbus, Ohio, has offered to sell the property to the University at a price of \$120,000; and

WHEREAS this property adjoins the Marion Campus, and acquisition of the property would provide the Campus with opportunities for future growth, and support current academic programming; and

WHEREAS the Marion Campus Board has recommended this purchase of this property: and

WHEREAS funds for this purchase will be provided from The Ohio State University at Marion, and the Marion Campus will be responsible for maintaining and operating the property :

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Vice President for Business and Administration be authorized to purchase, in the name of the State of Ohio for the use of The Ohio State University, the vacant three acres of land at the southeast corner of State Route 529 and County Road 169, in Marion, Ohio, from Dr. Kazi Mobin-Uddin at a price of \$120,000, upon such terms and condition as are deemed to be in the best interest of the University, subject to the University receiving the necessary approvals from the Ohio Board of Regents and the State Controlling Board.

(See Appendix XL for background information and map, page 763.)

Upon motion of Mr. Skestos, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Messrs. Wexner, Shumate, Colley, Skestos, Brennan, and Patterson, and Ms. Longaberger.

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STUDENT AFFAIRS COMMITTEE REPORT

Ms. Smith:

Thank you, Mr. Chairman. This morning the Student Affairs Committee heard a report from Kathy Cleveland-Bull and Bill Hall regarding the restructuring plan for the Office of Student Life. Based on student concerns and concerns of other internal customers, it was apparent that while there are existent pockets of excellence, a change in the structure of Student Life was needed. At Ohio State, we view this diversity as both a strength and an asset.

Among other things, the goals for the Student Life restructuring plan are to: increase the visibility and impact of student life; increase collaboration among units; improve customer service and create greater access to student services; and develop an organization consistent with professional standards with cutting-edge features.

The restructuring plan would essentially establish a cluster model consisting of the following three clusters: 1) student activities; 2) culture and ethnicity; and 3) gender and sexual identity. Student Life believes that this plan will enable Ohio State to more effectively respond to student issues and needs. Additionally, this plan will allow for the increased visibility and impact on student life, and provide new opportunities for collaboration and programming. It will support programming for a broader base of students by programming issues which cut across different constituencies within the three clusters that were mentioned above.

Now I would like to call upon Eric Reeves, a second-year law student and President of the Interprofessional Council, to give the student government report.

STUDENT GOVERNMENT REPORT

Mr. Eric Reeves:

Thank you, Holly, and good morning. First, I would like to give the Council of Graduate Students' report. The Graduate Research Forum will be held on April 19, 1997. The G-CUE, which is similar to the CUE report, is 90 percent complete and CGS is waiting for the final appointments of faculty names from Dean Huntington. That concludes their report.

The Interprofessional Council will be having a service day on April 10 to be held at the Ohio Union on the third floor. As I mentioned at the last meeting, we will provide different professional services.

On another exciting note, Dr. Sisson's office donated a computer to IPC and we are in the process of getting involved with the information super highway by putting up a world-wide web page. Hopefully, we can provide access for professional students and address their concerns through that medium.

Now for the Undergraduate Student Government report. The Undergraduate Student Government will be unveiling a student organization work room on April 8, which will enable every student organization on campus access to computers, telephones, fax machines, and all of the supplies that a student organization needs to work

STUDENT GOVERNMENT REPORT (contd)

Mr. Reeves: (contd)

successfully. This will be located in the Ohio Union, Room 306. This room has been put in place because countless student organizations lack office space and the supplies needed to be successful.

USG Teacher Evaluation -- which is a compilation of students' evaluations of their professors -- will be published this May. USG is happy to report that the publication - which had 500 faculty participants at the last publication date -- now has over 1,700 faculty participants.

The week of April 20-26, USG will be hosting the first ever Celebration of Diversity. This brings all groups together on the OSU campus to recognize the differences that make this University truly great. Also, all three student governments have been working diligently preparing for the student referendum concerning the Larkins Hall renovation. We will be working closely with Vice President Williams over the next few weeks to proceed in an expeditious manner.

On another note, the COTA OSU bus was unveiled yesterday. It was an awesome bus, that has a student-athlete on one side and a student on the other side. We are happy to report that over 2,400 students have used COTA at this point since its unveiling.

An issue that has been a concern of the student governments is the need for student health insurance coverage for domestic partners and their children. A student group, Students For Domestic Partners, has collected information regarding a student health domestic partner plan at OSU and its peer institutions. Their collected information is before you today. They, and we, encourage you to read the information carefully and are willing to discuss any questions or concerns that you might have.

Finally, the student government election campaign is underway. The three student government presidents this year, along with John, Kellie, and myself, are running again. The campaign trail is hot and I can feel this energy. We are very excited about working with the administration and the Trustees in taking this great University into the 21st century, and we appreciate your support.

President Gee:

Did I hear you right that all three of the present student government presidents are running again?

Mr. Reeves:

That's right. The Interprofessional Council elections will be held on April 14 and 15 and, as you know, we have adopted a new constitution and that will be University-wide. USG elections will be held on April 15 and 16, and CGS elections will be held on April 27. I think that this is an awesome opportunity to continue the efforts that we have made.

President Gee:

I must say -- and this is very positive -- that this is the first time in my recollection that all three of our presidents have decided to run again, which shows that they must be

STUDENT GOVERNMENT REPORT (contd)

President Gee: (contd)

enjoying their work and feeling good about student participation. I think that this is a very healthy sign.

Mr. Reeves:

Yes, and thank you for making it so inviting for us. The administration is very accessible to us.

President Gee:

We are working heavily to endorse the other candidates!

Mr. Reeves:

Are there questions? Thank you very much.

Ms. Smith:

Thank you, Eric. That concludes my report, Mr. Chairman.

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EDUCATIONAL AFFAIRS COMMITTEE REPORT

Mr. Shumate:

It is my pleasure to invite our hosts to come forward and give a presentation on the vision for the College of Medicine -- Drs. Tzagournis, Healy, St. Pierre, and Mazzaferri.

VISION FOR THE COLLEGE OF MEDICINE

Dr. Manuel Tzagournis:

Mr. Chairman, ladies and gentlemen, I would like to introduce Dean Healy. Dr. Bernadine Healy has been our dean for about a year and a half, and has met the challenges and changes head on. She has brought a great deal of visibility, nationally and internationally, to this institution in a very positive way. She has been energetic in her recruitment efforts and has been successful in that, and she has been the catalyst of the formation of an integrated practice group among our faculty physicians and they are organizing very nicely now.

There are many parallels between higher education and medicine today. Public pressures are changing the competitive environment and it is an interesting job. I genuinely believe that she is enjoying it, so I am going to introduce Bernadine Healy and ask her to introduce her colleagues, who can answer questions after her presentation.

Dr. Bernadine Healy:

Thank you, Dr. Tzagournis, Mr. Wexner, President Gee, and members of the Board of Trustees, and, of course, my colleagues, who have agreed to be up here with me to answer questions after my formal remarks.

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Healy: (contd)

You asked me to discuss with you today the vision of the College of Medicine. Actually the vision of the College of Medicine is our collective vision. It is one that has been around for a long time and it is to move Ohio State to the top tier of American medical schools by the year 2000. That was a goal set by this College and this University in 1988 under Dr. Tzagournis' leadership. This is the right vision and it is the right goal, not just all of our goal to do this. I would suggest to you that it will be the collective legacy of Dr. Tzagournis, myself, President Gee, and you, the Trustees, to accomplish this.

In my 10 or 15 minutes of formal comments, I would like to give you a snapshot of how I believe we together can carry out that vision, where we are along the way, and -- for the sake of brevity -- focus on really two issues: 1) the approach to achieving that vision; and 2) the concrete goals that we absolutely must accomplish in order to achieve that vision. Much of the details you will be able to read in the annual report - - which was my speech to the faculty of Medicine in the State of the College address I gave a few months ago -- and I will pass this out at the end of my remarks to sort of fill in the details.

The first issue is the approach. What is the formula for building a great OSU medical school? I would suggest that it has five parts. First, urgency about the opportunities. Recognition that the moment is now and the window of opportunity could be closing, in fact is probably closing. There is a sense of urgency about that year 2000 deadline that was set in 1988, but there is also now a window of opportunity. The environment is more treacherous, in general, in the field of medicine and medical sciences, but with the plates shifting and the market share for many of our key benchmarks of excellence loosening up there is opportunity to move ahead. But we must quicken the pace, we must intensify our resolve, and we must keep our eye on the goal if we choose to be one of the best.

The second part to the formula are culture shifts. OSU and our medical school has a terrific culture, it is mid-western nice. Our medical school is deeply steeped in the professional values of compassion, collegiality, loyalty, and hard work. It is a robust work ethic, I assure you. These must all be held dear in times of change, but the culture must also evolve to the next level. We must add at least four qualities to this culture. First a stronger sense of entrepreneurship. By that I don't just mean individual faculty entrepreneurs, I mean institutional entrepreneurship. The second which leads from that is a sense of fate sharing. All of us have to recognize that we rise and we fall as a team, as well as individuals. Medicine has moved dramatically in terms of its own culture from being a bunch of solo performers to a symphonic orchestra. The third issue is openness, we cannot hide the ball. Information is power, I know that well, but we must be very willing to share information. And fourth is consumerism for our students and consumerism for our patients. We must be market responsive, user-friendly, cost competitive, efficient at everything we do, not only bring value but be able to show that we are bringing value.

The third part of the formula to achieve that vision is the center of excellence strategy. That was laid out beautifully in the 1988 plan of the College of Medicine, that I know you are aware of. We have to assure excellence in certain core areas that are vital to medicine, vital to the public we serve, and vital to our community. They include cancer, heart and lung, the neurosciences, women and children's health, and public health. I think those are the five top areas that are centers of excellence. The service targets for investment and they serve as career areas where we must be judged. You can read more about those in the documents that I will be handing out later.

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Healy: (contd)

The fourth part of our formula for achieving our vision is a push for quality and quantity, and I have to link them together. Quality, of course, comes first. And by that I mean quality of our faculty, first and foremost. This is a brain-driven, talent-driven enterprise. Every single recruit that we make must elevate the mean of our faculty. But size is important, too. There is an ancient Greek philosopher, Hesiod, who used to say, "Admire the little ship, but put your cargo in a big one." You see we are still guided by Greek wisdom.

The challenge for us is that people in business know well, it is difficult to achieve mass in business only through a 10 percent internal growth. To achieve size, within our college, we need to do three things: 1) we need to grow incrementally in all of our programs -- whether they are the center of excellence or not -- and there has to be at least an internal growth rate of 10 percent, maybe a little more than that; 2) we must take some intense focused bold leaps in areas of excellence; and 3) we must develop a crisply defined plan for strategic alliances, which bring size, quality, and mission importance.

The fifth -- but clearly not the last -- part of this formula for achieving the vision -- certainly not the least part of it -- is money. As the Catholic nuns like to say, "No money, no mission." Putting it another way, money may not be everything, but you need it to buy things. We must become clearly entrepreneurial about money. We have to wisely allocate what we have within -- and that comes from numerous arrows that come in, in terms, of potential resource sources -- but we also must grow market share from federal and other grant dollars, and we also must work very closely with President Gee, the University, Jerry May, and others on key fundraising issues for the College.

Now with that formula I would like to identify, again, in the spirit of five, five concrete goals and objectives that I think we have to achieve and be well on the way to achieving beautifully by the year 2000, to become one of the top tier medical schools in this country. And I believe that it is doable.

The five are -- and I am going to have to disproportionately, because of time, focus on one of them, which is the first, academic enhancement, because it clearly is the most important -- academic enhancement; the integrated clinical enterprises Dr. Tzagournis just mentioned; the School of Public Health; our affiliations and alliance strategies; and the organizational and management of the College.

First, and clearly most important, is academic enhancement. Teaching is a critical part of our mission. You know we have about 900 medical students. We are one of the largest medical schools in the country. We are, overwhelming, the largest medical school in Ohio, and we also teach about 1,000 other non-medical students in the College, from Allied Health, Physical Therapy, Nutrition, Public Health, as well as, our post-graduate Ph.D., M.D.Ph.D., and our post-graduate, medical house staff in residence.

We have the best medical students in the country, hands-down. There are clear benchmarks that show that. We have one of the largest classes, 220. We have size, but we have quality. If you look at the MCAT scores -- which are the board exams students take to get in -- we have the best. I would say we have the top five percent of medical students in the country.

I want to tell you that the medical students coming in now are great. They not only are smart, they are dedicated, they have a great work ethic, and they are humanistically- driven. Actually for all of us as we get older, it is a good thing to know that we are going to have a great medical workforce in the future.

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Healy: (contd)

I think that OSU is clearly one of the top medical schools in this country in terms of our educational programs, and in terms of what we offer in value for the people of Ohio. You may be interested in knowing that we are the number one choice for medical students in Ohio, who are admitted to more than one medical school in the state. Virtually all of the other medical schools, including the privates, take off our waiting list. Actually, when we lose a student it is to one of the big privates outside of the state, Harvard or Stanford, and I must hesitate to say, President Gee, that occasionally we might lose one or two to Michigan.

A second part of academic enhancement is clearly research. When it comes to research we have pretty good quality, based on certain key benchmarks like research dollars per faculty or dollars per square foot of research space, but we do not have quantity. The total research dollars are roughly \$40 million -- \$23-\$24 million from the NIH -- which has been pretty much the steady state for the past 4 to 5 years -- is not adequate.

Last Sunday you may have seen the article that was in the paper comparing us to Case Western and to the University of Cincinnati. It showed Case having a NIH portfolio -- which is a very useful benchmark for your research intensity -- of \$114 million, Cincinnati at \$34 million, and OSU came in third at about the mid-\$20 million. But what was below those numbers and was not commented in those numbers is that Case Western Reserve has a faculty which is twice our size. They have 100 more research faculty than we have and much more research space than we have.

If you look at the University of Cincinnati, they have a much larger faculty and almost twice the research space that we have. We are developing some of these benchmarks, but there is growing evidence that for research size, size and quality go together. The larger your size, the more research intensity you have and your quality goes up in addition to just size itself, correlating with quality.

I think that this is an issue for this College and University. Considering the billions of dollars that the NIH puts into medical research, we have a great opportunity to seize market share, but this will take investments. You have got to spend money to get money when it comes to research. To the Trustees -- I suspect that you may be surprised we talk about this -- we know we are the biggest research university in the country, if not the world, and yet when it comes to our medical school in terms of faculty size, we have one of the smaller ones. I think that needs to be looked at.

Faculty clearly are the brain power of the institution. Every new faculty hire must count. I think that we have done very well with some really spectacular recruits this past year in the areas of cancer and tumor genetics. We recruited probably one of the premier people and one of the co-discoverers of the colon cancer gene. We recruited the head of medicine from Roswell Park to head the oncology program. We have a great recruit that we took from Hopkins, probably the best researcher in their cardiology program. So we are making great headway, but we have got a long way to go, we really do, and I see this as an issue of great imperative.

By the way, the climate to recruit right now is great. There is great instability and turbulence on both coasts. The mid-west has the chance to recruit. People don't turn us down. I can tell you from recruiting faculty and talent -- and being in this business for probably well over 10-15 years -- it is easier to recruit now than in almost any time in history if you can create the right environment and provide reasonable resources.

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Healy: (contd)

A fourth part of just the issue of the research enterprise, of course, is the academic infrastructure. Not surprisingly -- although we have made some headway with the Keck Grant, the NMR facility, and the Heart/Lung building, which is going to bring us 40,000 square feet of research space -- we are under-researched in space. If you compare us to any of the top tier institutions, I would say we have about 25-30 percent of their research space. So I think that we use our space efficiently, but we are going to have to look to that in the future.

A second clear objective -- if we want to become a top tier medical school as we look ahead after the academic enhancement which I just addressed -- is the integrated clinical enterprise. Dr. Mazzaferri is here and he is, of course, the chairperson of the Department of Internal Medicine, but also the chairman of the board of our new clinical enterprise. This essentially is bringing roughly 90 different corporations practicing medicine together into a single not-for-profit private corporation which enables us -- in the process of developing a business plan -- to act as a unit.

The only way we can create an integrated medical center, be prepared to deal in a managed care environment, capitate contracts, and to go out and aggressively win market share in the patient care arena is for us to have this kind of an integrated medical center and an integrated clinical enterprise with our faculty is necessary in order to achieve that. I think that Dr. Mazzaferri and our faculty have really been great this past year in looking to the future and pulling together.

A third clear objective that I think will make us a unique, as well as, top tier school in the future is our School of Public Health. This past year we got pre-accreditation for that school. We are the 28th public health school in the nation, there are only 28. You have over a 100 medical schools, but only 28 schools of public health and we are the only one and the first one in the State of Ohio. It is novel and it is fully integrated in the tapestry of our College of Medicine. As a matter of fact, and as you know, because you are looking at it, we are changing the name of our College to the College of Medicine and Public Health.

The fourth component of being a top tier school is a clear objective of affiliations and alliances. We can only have alliances that are strategic. In the past, medical schools, including our own, often would have alliances with anybody that came along and said, "Let's have an alliance." I think either our alliances have to have a meaning to our mission or we shouldn't do it. We must justify it in terms of long-term strategy and those are alliances across-the-board, for research, for teaching, and for patient care.

We have developed a wonderful relationship with the Cleveland Clinic through a five-year agreement that actually President Gee and I worked on in my past life, not his. It has been extremely successful and vital to teaching our medical students in the more complex environment with regard to education and patient care, our relationships with Riverside and Grant Hospitals, and our potential stronger relationship with the DO community. As a medical school, we are prepared to work on that issue, it is an important one. The DO community are important caregivers in our state and we think that the College of Medicine has a key role in that as a strategic alliance.

The fifth issue -- and I do put this one last, not that it is least, but that it should follow everything else -- is organization administration. We are evolving a four-pillar model in our College of Medicine with each of the mission-directed component parts being organized -- almost like business units -- clinical medicine, basic sciences, the allied

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Healy: (contd)

health, and public health. I must say, my colleagues Ron St. Pierre and Joan Patton have been just terrific in helping us get over what often can be bureaucratic impediments.

Let me end with a bit of spirit, because vision is about spirit. One of my favorite quotes is from the playwright Henry Miller, about looking ahead and what it means to have vision and translating it to reality:

"I see that my steadfast desire was alone responsible for whatever progress or mastery I have made. The reality is always there and is preceded by vision and if one keeps looking steadily the vision crystallizes into fact or deed. One should not be worrying about the degree of success obtained by each and every effort, but only concentrate on maintaining the vision. Keep it pure and steady."

Pure and steady. I think a steadfast desire for excellence for this College is a bond that ties us all together. Thank you, Mr. Wexner.

Mr. Wexner:

Comments?

Mr. Shumate:

We have been talking some about benchmarking and peer groups. If we were to ask you to choose five medical colleges -- that you would see as colleges that you would like to benchmark yourself against -- what would they be and why?

Dr. Healy:

First, I might mention that we are in the process of working on that project both internally within the College and also the President, as you know, has organized a research commission and has graciously asked me to chair it -- because it is so much fun -- and we are looking at that now. But I think that with regard to medicine, we have to look at the publics. We have to look at places like the University of North Carolina, which has had spectacular growth in a relatively short period of time. But we can also learn from some of the privates like Emory, that has also shown growth in its excellence over the years.

And I think that for certain areas: education, I think, we are already probably one of the top in the country; research portfolio, we will look at other institutions to benchmark ourselves against; and with regard to patient care -- as the President and I have often discussed many times -- when it comes to an academic medical center, if you have seen one, you have seen one.

We have to almost benchmark ourselves almost internally within our own community. I think there we have a unique environment. We are the only academic medical center in town. Very different in terms of benchmarking in Boston, where you have five medical schools and twelve teaching hospitals, and in Philadelphia, where you have a similar concentration.

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Healy: (contd)

So I think that for each component -- or part of -- our mission is going to be different, but looking at what is happening right now in each of these areas there is great turbulence. The plates are shifting and I think we have the opportunity -- guided in part by looking at what others are doing -- to move ahead.

I don't know if Ron would like to make a comment.

Dr. Ronald St. Pierre:

In think that is a very straight forward statement on this. As we are looking around and doing the same sort of thing, Alex, it becomes clear that the privates have difficulties. The privates also have a lot of options that we don't have available to us. So I think that we need to pick and choose the right areas that give us the appropriate thing.

President Gee:

Don't you think, Dr. Healy, though that in terms of our ability to move ourselves forward strategically that we are in a better position than most? We have an enormous strength in clinical enterprise, which you just heard, and we know that consistently this is one of the reasons we attract some of the very best medical students in the country. After all, they want to come and be trained at a place that really trains them, that is user-friendly, and that is nurturing.

My experience is that it is much easier to build the research side of the enterprise because you can be very focused, very strategic, and use money as opposed to building the clinical culture. It seems to me that this is the basic strength that we have. I would much rather launch ourselves from that platform rather than the other side around.

I can always remember the University of Colorado, which you know had a tremendous research enterprise, but we couldn't fill up our hospital. There was no clinical enterprise there and we almost imploded because of that.

Secondly, given where we are positioned in this country just geographically, we have unique opportunities for strategic alliances that very few places have. Those two are real opportunities for us that should be platforms to move us forward fairly quickly.

Dr. Healy:

I couldn't agree with you more. I think it is a lot easier to build that research component. If you have good taste in people and you are able to raise some money, then you are really doing well.

I would like to have Ernie say something about that because he has been responsible in building up an excellent clinical side, as well as a sturdy research side in the Department of Internal Medicine.

Dr. Ernie Mazzaferri:

The clinical enterprise is the group of physicians who have gathered together -- it is like herding cats -- to get into a single practice group. We have a not-for-profit group and our intent over the next year is to move these 90 corporations into the single practice group.

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Mazzaferri: (contd)

I have a letter here -- actually three letters -- that I thought you might be interested in that I was instructed to send out to Dr. Tzagournis, Mr. Shackelford, and Richard Cornette, CEO of MedOhio, Inc. It says:

"As the healthcare marketplace becomes more competitive and healthcare financing models include more risk for individuals and institutional providers of care, the development of integrated delivery systems will be essential for a long-term success. Due to the academic relationship that already exists between The Ohio State University Hospitals and the physician members of the clinical enterprise, The Ohio State University Medical Center is uniquely positioned to develop a more tightly integrated system than any other Central Ohio provider currently.

Successful implementation of the system will require that all of its members -- The Ohio State University Hospitals, MedOhio Inc., and the Clinical Enterprise, which is the group of physicians -- develop a common vision and an understanding of mutual roles and responsibilities. On behalf of the Clinical Enterprise Board, I would like to recommend that we collaboratively develop a business plan for our healthcare delivery systems."

In the letter to Mr. Shackelford and the Hospitals Board, and to Mr. Cornette, we are suggesting that the three boards -- the Clinical Enterprise Board, the Hospitals Board, and the Board of MedOhio Inc. -- share at least one board member so that we know what the other boards are doing and move in a single direction.

We are really committed to this. We think that this is the foundation for our research and teaching. Without patients, we won't have a medical center and we are committed to pulling our end of this together.

Mr. Wexner:

I was curious, on the research side you said that it was undersized in square footage. To be competitive, what is the magnitude of where we have to be?

Dr. Healy:

We have about 190,000 square feet of research space. If you look at a place like the University of Cincinnati, they have about 260,000 square feet and they are building another 120,00 square feet. They are pushing, they will have more than twice of what we have. If you look at Case -- we are still working on those numbers, since it is hard to get some of the private information -- they are substantially higher.

I look at my former institution, Harvard Medical School, and I was on the board there and saw what was going on. Just for the Medical College -- the first two years, the basic sciences in the quadrangle -- they have a million square feet of space and that generates about \$100 million of research dollars. Now Harvard -- with all of its strategic affiliations -- is \$450 million. It is really the number one medical school in the country in terms of funding.

VISION FOR THE COLLEGE OF MEDICINE (contd)

Dr. Healy: (contd)

So if you were to say, "What do we need to get to that top tier?" We need more research space and quite honestly, I think, at minimum doubling it. The good thing about research space is that if you do it right, you fill it with funded investigators. The research space -- after the up-front and capitalization gets paid back through indirect cost recovery, which pays for the infrastructure cost. And actually, something that Manny Tzagournis instituted before I came, was that for any new research space, you have to be a funded investigator to go there -- you borrow space. As far as I am concerned, you borrow it and if you lose your grants -- unless there is a very good reason -- you lose the space. Space is borrowed, it is not owned.

So if we have a plan to increase our research space, roughly double it in the next three to five years -- you can often even squeeze people into square footage if they know that there is going to be relief in sight -- I think that we can more than double our research portfolio, more than double it. I think that we could easily be in the \$100 million range.

By the way I should mention something, if you look at other benchmarks -- and this is why you have to really know what is under the covers when you look at benchmarks -- the Case Western Reserve numbers you saw in the newspaper -- not only is the faculty size twice as big as ours and the research space more than twice as big -- included all of their affiliated institutions.

Our research portfolio that is officially tabulated at NIH is roughly \$24 to \$25 million. We do not include: Children's Hospital; our research affiliation with the Cleveland Clinic; our own comprehensive Cancer Center, that is tallied elsewhere; or the molecular genetics and medical research being done in the College of Biological Sciences.

If you look at what Case includes, they include in the \$100 million portfolio: their Children's Hospital; their Cancer Center; St. Luke's; Mt. Sinai Hospital; the Veteran's Administration Hospital, which is a big growing concern in terms of research; and the Henry Ford Medical System in Detroit, Michigan. That is all a part of that \$114 million. So you have to be careful.

If we were to add our numbers up that way, we would be closer probably to \$50-60 million. That means we still have a ways to go, but I think that if we even increased our research space by 100,000 square feet, we would use our research space probably more efficiently than most other places. Newer space is easier to use efficiently, so that we could have a disproportion or leverage return on that investment.

Mr. Wexner:

So we would be looking at nominally, out 5 years, 100,000-200,000 square feet and 50-100 additional researchers?

Dr. Healy:

Yes, you got it. Fifty to one hundred researchers, perfect. You must know business.

Mr. Wexner:

Sometimes I take off my shoes to count. Any questions?

VISION FOR THE COLLEGE OF MEDICINE (contd)

Mr. Patterson:

Ernie, you mentioned in your comments about clinical integration and expanding and building on it. I know I have been in on meetings and this is more or less a geographic question where we have been interested in a greater area than just here. I think just at our last Board meeting, Chairman Wexner raised the specter of what are we doing with these outlying areas. I would just urge or comment that as we take a look at these things -- and in the medical school, too -- that we are not the Columbus College of Medicine, we are not the Franklin County College of Medicine, we are The Ohio State College of Medicine. We have an opportunity and a challenge to look beyond this and as we talk about things like clinical integration, we need to be reaching way out from this physical location.

Dr. Mazzaferri:

I couldn't agree with you more. We actually -- in the College of Medicine -- began ten years ago expanding outside of Columbus in opening offices. Not quite as far as you are suggesting, but in Chillicothe and Bellfontaine. I think the opportunities for us to have an impact on healthcare in this State lie outside of Columbus and in places that are underserved. We are aware of this and are working with the Hospitals, MedOhio, and the physicians' group and this is clearly one of the targets of developing this bigger vision of this medical school -- extending out well into the State. I certainly hope that we can achieve that. I couldn't agree with you more.

Mr. Wexner:

My summary comment would be that as the Board of the University, we are using the same language, the same captions and I am really pleased about it. I think that we can use it and transfer this as your paradigm to other colleges and pieces of the University -- this notion of urgency, recognizing that there has to be a cultural shift. The paradigm is changing and so is the necessity for distortions, amending cultures. The notion of centered excellence, quality proceeding quantity, and the recognition that it does take money to move this University, to move the Medical School, to move the Law School, to move the Agriculture college, and the various constituent groups taking hold of those things. The Board doesn't create the wealth and then pass it around.

You are reaching for your own destiny, if you would, in trying to figure out how to manage your resources and attract resources so that the medical complex can grow. Music to my ears.

Mr. Shumate:

Mr. Chairman, I'd like to now call upon Provost Sisson, Dr. Parson, and Professor Smith for a report on the accreditation project.

REPORT ON ACCREDITATION

Provost Richard Sisson:

Thank you, Mr. Shumate. A very few preparatory comments that Dr. Parson told me to relate. Every ten years we have an accreditation review like every other major institution of higher education. It normally is done in a passive-reactive way. We decided at the outset, to be very proactive and use this as an opportunity to move

REPORT ON ACCREDITATION (contd)

Provost Sisson: (contd)

the institution. Having said that, I will now ask Professor Smith to relay what we have done.

Professor Smith:

Several of you have heard updates from me over the past 18 months, so I will be brief. This past week you should have received a draft version of this report -- which is still being revised as of this past week and it will go out next week -- but I gave you a sense of what approach we've taken.

The ultimate result of this is going to be a three volume, 420-page document that will go out to a set of external reviewers, who will be in to visit with us in May. And I'll come back to that in a few minutes. But in effect what is happening with accreditation today -- on this campus right now -- there are about 80 programs being accredited individually by more than 40 accrediting units. So this is not an accreditation review of any individual unit on campus. It is the institution overall. So we have to keep that broad perspective in mind.

Second, the accreditation process itself has changed over the past ten years. They really are not looking for reports that actively describe in a kind of operating manual style everything that goes on at the University. That would be difficult for us to do, instead, they want us to identify and structure the report around various criteria.

So what Ohio State has done -- and all of the institutions that go through accreditation now do this -- is focus on the five major criteria and we've done that in the report. First, the University has a publicly-stated mission inside of purposes. As you all know, we've just gone through a process at the University of establishing a new mission/vision statement and of working on a functional mission statement.

Second, if you have the mission, then are you effectively organized to carry out its purposes? We focused here on various processes of the unit, upper administration level, and given more attention to activities about University technology services, for example, and the ARMS project.

The third criterion deals with educational programs. This is a long chapter which highlights aspects of our current instructional mission, our research mission, and a service mission. So we're able to highlight each of those three things in considerable amount of detail without getting down to the college level.

Fourth, do we have planning initiatives to carry forward into the future? The answer to that is yes and we highlight six or eight of those major planning initiatives.

The fifth criterion, does the institution operate with integrity? We have identified a set of areas where the concept of integrity is highlighted on this campus, not just in the processes that we use to carry out all of our activities, but also in the various rules and regulations, our compliance with all of the current Board of Regents' mandates that are out there, and the fact that each of our units themselves is accredited in its own way.

I'll just let you know in the past week I met in Chicago with our North Central liaison and walked my way through the report with her. And then the chair of the external team was here this past Monday -- Dr. Steven Beering, President of Purdue. He came in and spent the day with us and we had a very good session with him and Dick, and President Gee met with him as well.

REPORT ON ACCREDITATION (contd)

Professor Smith: (contd)

So we feel that we are ready. The report will go out next week. I will be meeting through the rest of April with various groups on campus to discuss it. In the first week of May, we have a twenty-member site team coming in. We are the largest institution that NCA accredits and so accordingly, we will have the largest site team of anyone. So we are now working somewhat overtime over this next week or so to schedule these twenty people with various groups on campus over a three-day period, which is a challenge.

They will be asking several members of the Board to meet with them perhaps at a luncheon meeting either on Monday or Tuesday, May 5 or May 6. When they leave, they will, over a six-week period, file their own report with the Office of the President, the Office of Academic Affairs, and they will make suggestions for further improvement of the institution.

What we really hope for is that the many activities that you hear about on a regular basis -- which show the movement of this University -- will be quite clear to these people not only through the report, but when they visit us and that they will take that as a base to help us improve. If you have any questions in detail about it, I can be contacted through Academic Affairs.

President Gee:

Let me just say that Randy and Elaine -- who is sitting in the back -- have done a wonderful job. This is not an easy task at an institution that is the most complex of its kind in the country. We decided not to be defensive, but rather offensive in the best sense of the word, to provide the kind of information that helps us to help ourselves -- not simply to regurgitate information. You have done a wonderful job. I could not be more pleased.

Provost Sisson:

In a concluding observation, let me just affirm or underline that. It has been an extraordinary task and done superbly. I was on the reviewing team for the University of Chicago and this Sunday I go out to Bloomington, since I am on the reviewing team for Indiana University. I think that the depth of evaluation and the breadth of consultation and review that has gone into our report, stands up more than very well.

Mr. Shumate:

Finally, Mr. Chairman, we have a number of resolutions to present for Board approval and I'm going to ask Dr. Sisson to quickly walk us through those.

Provost Sisson:

Thank you. We are recommending for approval:

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 97-102

Synopsis: Approval of the following amendments to the Rules of the University Faculty are recommended.

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY (contd)

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the Rules of the University Faculty as approved by the University Senate; and

WHEREAS the proposed changes in the Rules of the University Faculty were approved by the University Senate on March 1, 1997:

Amended Rules

3335-5-485 Athletic council.

(A) The athletic council shall consist of ~~fifteen~~ FOURTEEN members.

(1) through (3) unchanged.

(4) ONE STAFF MEMBER OF THE UNIVERSITY SELECTED BY THE UNIVERSITY STAFF ADVISORY COMMITTEE. THE TERM OF SERVICE IS TWO YEARS.

3335-5-023 Appeal procedures for tenured faculty because of termination of appointments during financial exigency.

(A) Unchanged.

(B) The faculty hearing committee.

(1) through (6) unchanged.

(7) ~~Except for those documents received under the promise of confidentiality, all~~ ALL written documents and recorded testimony obtained by the hearing panel shall be made available to the complainant upon request.

NOW THEREFORE

BE IT RESOLVED, That the foregoing amendments to the Rules of the University Faculty be adopted as recommended by the University Senate.

HONORARY DEGREE

Resolution No. 97-103

Synopsis: The awarding of an honorary degree to Wole Soyinka is recommended for approval.

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees awarding of an honorary degree as listed below:

Wole Soyinka

Doctor of Humane Letters

NOW THEREFORE

BE IT RESOLVED, That the above honorary degree be awarded in accordance with the recommendation at a time convenient to the University and the recipients.

PERSONNEL ACTIONS

Resolution No. 97-104

RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the March 7, 1997 meeting of the Board, including the following Appointments, Change in Title, Reappointment of Principal Administrative Officials, and Emeritus Titles, as detailed in the University Budget be approved and the Medical Staff Appointments (The Arthur G. James Cancer Hospital and Research Institute) approved March 11, 1997, by The Arthur G. James Cancer Hospital and Research Institute Board, be ratified.

Appointments

Name: XEN M. RIGGS
Title: Director, Schottenstein Center
Office: Student Affairs
Effective: April 14, 1997
Salary: \$93,000.00
Present Position: Director, Assembly Hall, University of Illinois

Name: MARY FACKLER SHIAVO
Title: Visiting Professor (Harold L. and Audrey P. Enarson Professorship in Public Policy)
Term: January 1, 1997 through December 31, 1997
Salary: \$105,000.00
Present Position: Consultant for *ABC News (Nightline, Good Morning America)* and has written a book entitled, "Flying Blind, Flying Safe."

Change in Title

Name: RICHARD SISSON
Title: Senior Vice President and Provost
Effective: Immediately
Salary: N/A
Present Title: Senior Vice President for Academic Affairs and Provost

Reappointment of Principal Administrative Officials

VIOLET I. MEEK, Dean and Director, The Ohio State University Lima Campus, effective July 1, 1997, through June 30, 2002, pursuant to rule 3335-3-17 of the Administrative Code.

JOHN O. RIEDL, Dean and Director, The Ohio State University Mansfield Campus, effective July 1, 1997, through June 30, 2002, and Coordinating Dean for the Regional Campuses, effective July 1, 1997, through June 30, 2000, pursuant to rule 3335-3-17 of the Administrative Code.

Medical Staff Appointments (The Arthur G. James Cancer Hospital and Research Institute)

February 12, 1997 through June 30, 1998.

Amy Miller, M.D., Associate Attending, Anesthesiology
Gregory Wiet, M.D., Associate Attending, Otolaryngology
William A. Wilmer, M.D., Associate Attending, Medicine/Renal

HONORARY APPOINTMENT

V. Craig Jordan, Ph.D., D.Sc.

PERSONNEL ACTIONS (contd)

Emeritus Titles

LORE SEGAL, Department of English, with the title Professor Emeritus, effective April 1, 1997.

SHIRLEY A. OLSEN, Department of Industrial, Interior and Visual Communication Design, with the title Associate Professor Emeritus, effective April 1, 1997.

RESOLUTIONS IN MEMORIAM

Resolution No. 97-105

Synopsis: Approval of two Resolutions in Memoriam.

RESOLVED, That the Board adopt the following Resolutions in Memoriam and that the President be requested to convey copies to the family of the deceased.

James E. Jones

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 1, 1997, of James Edward Jones, Assistant Professor Emeritus in the Department of Veterinary Preventive Medicine, Ohio Agricultural Research and Development Center (OARDC).

Dr. Jones was born on June 5, 1924, in Columbus, Ohio. He received his D.V.M. degree in 1950 and a Master of Science degree in Veterinary Preventive Medicine in 1975, both from The Ohio State University.

Prior to attending veterinary school, Dr. Jones served in the U.S. Navy during World War II as a fighter pilot. He was in private practice for 18 years in Mt. Sterling, Ohio, then joined the OSU faculty in 1968 as an instructor in the Department of Veterinary Science. He became an assistant professor in 1975, and served on the faculty until he retired in 1988.

Dr. Jones' responsibilities included the health care of the animals of OARDC's research herds and flocks. As leader of the herd health project, he monitored the herd health status, developed health programs, and consulted with and advised researchers on health and disease problems. He was a member of numerous professional organizations, and was active on several committees of the Ohio Veterinary Medical Association.

On behalf of the University, the Board of Trustees expresses to the family of Dr. Jones its deep sympathy and sense of understanding in their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to the family as an expression of the Board's heartfelt sympathy.

Norma Kern

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 9, 1996, of Norma Kern, Assistant Professor Emeritus in the Ohio State University Extension.

Professor Kern was born October 8, 1922, in Sharon, Pennsylvania. She received her B.S. in Home Economics degree in 1946 and her M.S. degree in Home Economics in 1979 from The Ohio State University.

RESOLUTIONS IN MEMORIAM (contd)

Norma Kern (contd)

Norma Kern began her Extension career in Ohio when she joined the faculty at The Ohio State University on March 1, 1973, as the County Agent, Home Economics, in Stark County and held this position until her retirement on June 30, 1987.

Professor Kern's contributions in providing excellent Extension educational programs and especially her work with urban programming and low income families during her career earned her the respect and admiration of co-workers and associates throughout the State.

On behalf of the University community, the Board of Trustees expresses its sympathy and understanding to her family as well as friends. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees as an expression of the Board's heartfelt sympathy.

Upon motion of Mr. Shumate, seconded by Mr. Skestos, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Messrs. Wexner, Shumate, Colley, Skestos, Brennan, and Patterson, and Ms. Longaberger.

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RESEARCH FOUNDATION REPORT

Dr. John Hall:

Good morning. Information on the new awards for February 1997 can be found in the Board book under the Research Foundation tab. Total awards for FY 1997 - February 28, 1997, are \$119.5 million or about 10 percent above FY 1996.

You also have at your places the April 1997 Monthly Highlights brochure featuring research at The Ohio State University. As usual, if you look at the bottom of the first page they display the award totals compared to last year and they are running at 12-month totals for both awards and expenditures. The bottom line is that our awards and expenditures rates continue to grow.

In the brochure there are four projects highlighted. Professor Pierre-Marie Robitaille, from Radiology, and Professor Robert Hamlin, from Veterinary Biosciences, received \$280,000 from the National Heart, Lung, and Blood Institute of the National Institutes of Health, for a project on congestive heart failure. Experimental analysis of congestive heart failure benefits from the use of an invivo model which provides relatively intact systemic conditions during data acquisition. For this project, nuclear magnetic resonance imaging -- a non-invasive technique -- will be used to study animal models of heart failure to develop more effective therapy for humans.

Professors Joseph Donnermeyer and Lynne Borden, from OARDC, received \$46,000 from the Ohio Department of Public Safety to study the effectiveness of Ohio's safety belt program. The study will use controlled groups of third grade children and measure factors associated with the effectiveness of the program, including characteristics of the children and the schools which they attend.

Professor Albert Soloway, from Pharmacy, and Professor Rolf Barth, from Pathology, received \$234,000 from the Department of Energy for a project entitled, "Brain Tumor Treatment -- An Alternative Approach." The number of new primary central nervous system tumors in the United States in 1995 was estimated at about 17,200, with a fatality rate projected at about 13,300. The objective of this proposal is the design synthesis and biological evaluation boron-containing nucleus compounds that have the potential for selectively targeting brain cell tumors.

RESEARCH FOUNDATION REPORT (contd)

Dr. Hall: (contd)

Dr. Donald Stredney, from the Ohio Supercomputer Center, received in excess of \$191,000 for a project to develop and evaluate a minimally invasive prototype surgical simulator. Actually the goal is to develop a three-dimensional model of the sinuses to be used in computerized surgical simulations. This project is very important in the technological evolution of virtual reality training.

Also included in the Monthly Highlights brochure are two Research Newsfeatures: 1) "Atom Smashing Experiment Produces Surprise," which actually communicates the discovery or the evidence for the discovery of a new subatomic particle called a leptoquark; and 2) "New Traffic Management Scheme Improves Computer Networks," and this is a very important project because it uses OSU technology to facilitate high speed flow of multimedia data across computer networks.

That concludes my report. I would ask for a motion to approve the research agreement between The Ohio State University and The Ohio State University Research Foundation for the February 1997 contracts and grants.

REPORT OF RESEARCH CONTRACTS AND GRANTS

Resolution No. 97-106

Synopsis: The reports on research and other sponsored program contracts and grants and the summary for February 1997 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from governmental, industrial, and other agencies in support of research, instructional activities, and service; and

WHEREAS such monies are received through The Ohio State University Research Foundation:

NOW THEREFORE

BE IT RESOLVED, That the research agreement between The Ohio State University and The Ohio State University Research Foundation for the contracts and grants reported herein during the month of February 1997 be approved.

Upon motion of Mr. Brennan, seconded by Mr. Wexner, the Board of Trustees adopted the foregoing resolution by unanimous voice vote.

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TREASURER'S REPORT

Mr. Jim Nichols:

I have four brief verbal reports for you. First of all, the Monthly Endowment report is for the period February 21 to March 21, 1997. The market value of the Endowment at the end of that period of time was \$697.4 million and was approximately \$17.8 million over the period at February 21.

As we all painfully know, during this period equity markets were down about three to four percent and that is reflected in terms of the equity portion of our fund, which decreased \$15.5 million. Interest rates went up nearly a half percent during that period of time. That also reflects on our fixed income portion, which was down \$2.4 million. Net new additions for March totaled \$1.3 million.

TREASURER'S REPORT (contd)

Mr. Nichols: (contd)

The Endowment has increased \$47.8 million since the beginning of the fiscal year. Current asset allocation is 68 percent in equities, 21 percent in fixed income, 8 percent in real estate and 3 percent in cash.

As the second part of the report -- I would tell you that in conjunction with the Investments Committee -- my staff and myself have been working on changing the format of the monthly report, as well as bringing it in at the end of the month or very close to the end of the month. As opposed to the third Friday which has been the date that has been used here for a long time -- long before I came to the University. We are running the systems in parallel currently. Next month we will bring a comparison, if you will, to the Investments Committee and a decision will be made as to whether to switch to the new format and the new time frame.

Thirdly, we have been working on an RFP, Request for Proposals, for a consultant for the Endowment Fund and I want to give you a status report on that. The proposals were mailed to 28 firms, with eleven firms responding, and three firms being in the interview process. We would expect that that would be completed very shortly within the next week.

Lastly, we will be in the debt markets this year in a fairly substantial way for the University for our many projects. We have also sent out requests for proposals for that endeavor. We have mailed those to 37 firms and have received 23 responses. They have just arrived this week. We would anticipate -- since these are fairly thick proposals -- that it will take the remainder of the month for these proposals to be reviewed internally and then interviews will be scheduled for May.

I would tell you that on the tentative list of projects for our debt issues this year, there are 20 projects totaling \$120 million. All of them may not in the end make the final cut, but there are some fairly substantial ones that we are all familiar with such as the Arena and the Northwest Parking Garage expansion. We will have more information for you on that at the next meeting.

Mr. Wexner:

Any questions?

Mr. Skestos:

Thank you, Jim.

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UNIVERSITY DEVELOPMENT REPORT

Mr. Jerry May:

Under the Development Tab there is no report on the Campaign, but I will just give you a bottom line figure for the day and I will talk more indepth in the future. We are at \$527 million toward our \$850 million goal -- 62 percent of the way there with 3.5 years to go in the campaign. We're right on target.

With regard to the fiscal year-to-date for the first eight months -- under the Development Tab you can see the details of that -- let me just give you a couple of highlights. We are running ten percent ahead of last year which is a very significant leap year for us. Secondly, program support for colleges and departments is up 38

UNIVERSITY DEVELOPMENT REPORT (contd)

Mr. May: (contd)

percent. That means there is more money in there for faculty to use. Direct support for faculty that relate to endowed chairs, endowed professorships, and endowed faculty funds are up 36 percent over last year. Donor support to the Endowment is up 38 percent, we are at \$28 million plus, added to the Endowment in the first eight months of this fiscal year.

Of course the dollars are interesting, but in the back are the new scholarship funds and other funds that are established. There are three individuals that I just want to mention to you because they are people that we have known about for a long time -- people that have a long-term relationship with the University.

The first one is Art and Dottie Shepard. Art is chairman emeritus of Turner and Shepard of Columbus. Their personal giving to the University has now surpassed the \$1 million mark. They have established two new scholarship funds: 1) for students who attended Garfield Elementary School and Cambridge High School in Cambridge, Ohio, where Art went to school; and 2) for students who attended Grandview Heights High School, where their daughters went. They established this scholarship in their daughters' honor.

The second one I want to tell you about is Mike and LouAnn Moritz -- who many of you know personally -- both graduates of The Ohio State University. They have established a fund which will eventually reach \$250,000 and those are for MBA students for merit for the future.

And the third one is a much more personal one to many of the people around the table here. The Madison H. Scott Memorial Fund in Political Science has begun at the minimum \$25,000 level and so we are bringing it forward today. Officially, as you all know, Madison Scott was the person who staffed this organization, as well as many others in the University and was an alum of The Ohio State University. I think he would find this very humbling and would be very honored to this tribute. I want to thank all of you for your support to this fund and many of your former colleagues on this Board who helped make this happen.

Scholarship support so far in the Campaign has now reached 215 new endowed scholarship funds in the last three and a half years, and this is going to affect the lives of 300 to 400 students. By the time the Campaign is done, it is going to be many, many more than that. The total added to the operating in this Campaign -- operating for scholarships or endowment for scholarships in this Campaign -- is \$44 million as we stand today, so people are responding to that. This is a great investment we are making in students at The Ohio State University and I thought we ought to talk about that for a second.

Before I ask for a motion on the new endowed funds, do you have any questions regarding the Campaign or regarding the fiscal year-to-date or any other issues regarding Development?

Mr. Skestos:

No questions.

Mr. May:

Mr. Skestos, if you could present to the Board of Trustees the approval of 13 new named endowed funds and two amended endowed funds totaling \$1,331,000.

REPORT ON UNIVERSITY DEVELOPMENT

Resolution No. 97-107

Synopsis: The report on the receipt of gifts and the summary for February 1997 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of thirteen (13) new named endowed funds and amendments to two (2) endowed fund:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of February 1997 be approved.

TOTAL UNIVERSITY PRIVATE SUPPORT

July-February

1995-96 Compared to 1996-97

GIFT RECEIPTS BY DONOR TYPE

	Dollars		
	July through February		
	<u>1995-96</u>	<u>1996-97</u>	<u>% Change</u>
Individuals:			
Alumni (Current Giving)	\$ 16,305,011	\$ 15,049,689	-8
Alumni (From Bequests)	<u>5,107,558</u>	<u>8,801,001</u>	72
Alumni Total	\$ 21,412,569	\$ 23,850,690	11
Non-Alumni (Current Giving)	\$ 8,581,394	\$ 8,872,896	3
Non-Alumni (From Bequests)	<u>751,376</u>	<u>2,091,977</u>	178
Non-Alumni Total	\$ 9,332,770	\$ 10,964,873	17
Individual Total	\$ 30,745,339	\$ 34,815,563	13 ^A
Corporations/Corp. Foundations	\$ 18,449,033	\$ 16,998,634	-8 ^B
Private Foundations	\$ 7,143,658	\$ 8,799,088	23 ^C
Associations & Other Organizations	<u>\$ 1,549,977</u>	<u>\$ 2,931,107</u>	89 ^D
Total	\$ 57,888,007	\$ 63,544,392	10

GIFT RECEIPTS BY DONOR TYPE

NOTES

- A Individual giving is up 13% due to the fact that 296 individuals have given at the level of \$10,000 or more (\$26,019,762). Last year for the same period 260 individuals had given at this level (\$22,628,706).
- B Corporate giving is down 8%. Last year there were 354 corporations providing private support of \$10,000 or more (\$14,642,302). This year private support at the \$10,000 level is \$13,215,178 (347 corporations).
- C During the first seven months this year, 91 private foundations gave at the \$10,000 or more level (\$8,185,308). Last year for the same period, 81 foundations gave at this level (\$6,738,460).
- D Giving from associations and non-corporate organizations is up 89% due to an 134% increase in gifts at the \$10,000 or more level.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

TOTAL UNIVERSITY PRIVATE SUPPORT (contd)

July-February (contd)

1995-96 Compared to 1996-97 (contd)

GIFT RECEIPTS BY PURPOSE

		Dollars July through February	
	<u>1995-96</u>	<u>1996-97</u>	<u>% Change</u>
Gift Receipts to Current Use & Endowment Funds:			
Buildings/Equipment	\$ 11,425,550	\$ 9,120,388	-20
Faculty Support	\$ 4,372,301	\$ 5,964,075	36
Program Support	\$ 26,533,096	\$ 36,639,854	38
Student Financial Aid	\$ 7,978,716	\$ 5,839,440	-27
Annual Funds-Colleges/Departments	\$ 6,581,594	\$ 5,294,757	-20
Annual Funds-University	<u>\$ 996,750</u>	<u>\$ 685,878</u>	-31
Total	\$ 57,888,007	\$ 63,544,392	10

GIFT ADDITIONS TO ENDOWMENT

	Dollars July through February	
	<u>1995-96</u>	<u>1996-97</u>
	\$20,937,761	\$28,888,321
		38

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds</u>			
Mary K. Moyer Memorial Fund in Business (Support for Advancement of Activities - Fisher College of Business; provided by gifts from the estate of Mary K. Moyer)	\$587,330.64		\$587,330.64
Humanities Alumni Scholarship Fund (Scholarships - College of Humanities; provided by gifts from alumni & friends)		\$26,225.00	\$26,225.00
The Pike County 4-H Endowment Fund (Scholarships for Pike County students - College of Food, Agricultural and Environmental Sciences; provided by gifts from family and friends of R. O. McFerren)		\$25,000.00	\$25,000.00
The Robert C. Banasik Scholarship for Graduate Students in Business (Scholarships for Graduate Students - Fisher College of Business; provided by gifts from Robert C. Banasik)	\$15,015.19		\$15,015.19
The Rodney J. Harrison Scholarship Fund (Payment of fees for Western Golf Association Evans Scholars; provided by gifts from friends, colleagues and family members of Rodney J. Harrison)	\$15,000.00		\$15,000.00

Change in Name of Named Endowed Fund

From: The College of Pharmacy Alumni Association Scholarship Fund
To: The Loyd E. Harris Legends Scholarship Fund

Change in Description of Named Endowed Fund

The Charlotte Sue Roth Memorial Fund

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Funds

The Arthur E. Shepard Scholarship Fund (Scholarships for Cambridge High School graduates who attended Garfield Elementary School [Cambridge, Ohio]; provided by gifts from Arthur E. Shepard)	\$200,000.00	\$200,000.00
The Moritz Family MBA Scholarship Fund (Scholarships to MBA students - Fisher College of Business; provided by gifts from Michael E. Moritz)	\$145,188.50	\$145,188.50

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds (contd)</u>			
The Grey Oaks Scholarship Fund (Scholarships for members of the Women's Varsity Golf Team - provided by gifts from Juliet Collier Sproul)		\$100,687.63	\$100,687.63
The Marcia Shepard Mock and Lynne Shepard Jones Scholarship Fund (Scholarships for graduates of Grandview Heights High School [Grandview Heights, Ohio]; provided by gifts from Arthur E. Shepard)		\$100,000.00	\$100,000.00
The Sadie Schwebel Rifkin Endowed Memorial Scholarship Fund (Scholarships for students whose families have worked for the Schwebel Baking Company; provided by gifts from the Schwebel Baking Company)		\$50,000.00	\$50,000.00
The Madison H. Scott Memorial Fund in Political Science (Research and scholarship grants for minority students in the Department of Political Science; provided by family, alumni, friends and associates of Madison H. Scott)		\$27,440.00	\$27,440.00
The Pathology Faculty Support Fund (Support of faculty salaries and other operating expenses - Department of Pathology; provided gifts transferred from the OSU Department of Pathology)	\$25,000.00		\$25,000.00
Grant Stuart Morrison Scholarship Fund (Scholarships - Fisher College of Business; provided by gifts from family and friends in memory of Grant Stuart Morrison)	\$15,040.00		\$15,040.00
	<hr/>	<hr/>	<hr/>
Total	\$657,385.83	\$674,541.13	\$1,331,926.96

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT

ESTABLISHMENT OF NAMED FUNDS

Mary K. Moyer Memorial Fund in Business

The Mary K. Moyer Memorial Fund in Business was established April 4, 1997, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from the estate of Mary K. Moyer (B.S.Bus.Adm. '39).

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used by the Dean of the Fisher College of Business for advancement of college activities.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson or program administrative officer in order to carry out the desire of the donors.

\$587,330.64

Humanities Alumni Scholarship Fund

The Humanities Alumni Scholarship Fund was established April 4, 1997, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from various alumni and friends of the College of Humanities.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide support to full-time undergraduates majoring in the College of Humanities. Awards will be made on the basis of academic merit. Competition is open to all undergraduate students with a declared major in a humanities discipline, a cumulative grade point average of 3.30 and above, and a planned study abroad program. Preference will be given to sophomores or juniors. The college will appoint a selection committee, which will include College of Humanities' alumni, to select the recipients in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees as recommended by the College of Humanities.

\$26,225.00

The Pike County 4-H Endowment Fund

The Pike County 4-H Endowment Fund was established April 4, 1997, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from the family and friends of R. O. McFerren (B.S.Agr. '30).

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT (contd)

ESTABLISHMENT OF NAMED FUNDS (contd)

The Pike County 4-H Endowment Fund (contd)

The annual income shall be used to award one or more scholarships to an entering freshman into the College of Food, Agricultural & Environmental Sciences at The Ohio State University, Columbus Campus, or the Agricultural Technical Institute on the Wooster Campus. The student shall be a Pike County student with a preference, but not limited to a 4-H Member. The student must be in the upper one-third of their high school class and have a record showing leadership, citizenship and community service. In the event there is no qualified incoming freshman, the committee may in its discretion award the scholarship to an otherwise eligible upper classman. The scholarship selection process will be administered by the OSU Extension Agent, Chairperson at the Pike County OSU Extension Office in consultation with the Assistant Dean for Academic Affairs in the College and the University Committee on Student Financial Aid. Mildred A. McFerren or either one of her sons, Richard A. McFerren or Tom L. McFerren shall also be consulted during the selection process. The scholarship will be awarded during an appropriate program in Pike County.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Dean of the College of Food, Agricultural and Environmental Sciences in order to carry out the desire of the donors.

\$25,000.00

The Robert C. Banasik Scholarship for Graduate Students in Business

The Robert C. Banasik Scholarship for Graduate Students in Business was established April 4, 1997, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Robert C. Banasik, Ph.D. (M.B.A. '73; Ph.D. in Bus. Adm. '74) of Columbus, Ohio.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be distributed to the Fisher College of Business to be used to support a scholarship(s) for a graduate student in the MBA and/or PhD programs for tuition and or books. Selection of the recipient shall be made by the dean of the Fisher College of Business upon recommendation of the College Scholarship Committee in consultation with the University Committee on Student Financial Aid. Selection shall be competitively based on merit and financial aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson or program administrative officer in order to carry out the desire of the donor.

\$15,015.19
(Grandfathered)

The Rodney J. Harrison Scholarship Fund

The Rodney J. Harrison Scholarship Fund was established April 4, 1997, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from friends, colleagues and family members of Rodney J. Harrison (B.S.Ed. '50; M.A. in Education '53).

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT (contd)

ESTABLISHMENT OF NAMED FUNDS (contd)

The Rodney J. Harrison Scholarship Fund (contd)

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used for payment of fees for Western Golf Association Evans Scholars or for scholarships for needy students. Selection of scholarships shall be made in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees as recommended by the appropriate program administrator in order to carry out the desire of the donors.

\$15,000.00
(Grandfathered)

CHANGE IN NAME OF NAMED FUND

The Loyd E. Harris Legends Scholarship Fund

The College of Pharmacy Alumni Association Scholarship Fund in Pharmacy was established April 7, 1995, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from The Ohio State University College of Pharmacy Alumni Association, Columbus, Ohio. The name of the fund was revised April 4, 1997.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide one or more scholarships in varying amounts to deserving students in the College of Pharmacy, based on criteria established by the College of Pharmacy Scholarship Committee. The scholarship recipient(s) shall be determined by the Dean of the College of Pharmacy or his/her designee in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson or program administrative officer in order to carry out the desire of the donor.

CHANGE IN DESCRIPTION OF NAMED FUND

The Charlotte Sue Roth Memorial Fund

The Charlotte Sue Roth Memorial Fund was established April 28, 1967, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from Arthur and Flora (Mrs. Arthur) Gluck, in memory of her sister Charlotte S. Roth. The fund was revised April 4, 1997.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT (contd)

CHANGE IN DESCRIPTION OF NAMED FUND (contd)

The Charlotte Sue Roth Memorial Fund (contd)

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

Each year a sum not to exceed the income available from the endowment is to be awarded to the winner of an undergraduate Essay Contest on a Jewish theme to be judged by the Melton Center for Jewish Studies. The balance of the income is to accumulate for additional prizes should other meritorious essays on a Jewish subject be presented.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson or program administrative officer in order to carry out the desire of the donors.

THE OHIO STATE UNIVERSITY FOUNDATION

ESTABLISHMENT OF NAMED FUNDS

The Arthur E. Shepard Scholarship Fund

The Arthur E. Shepard Scholarship Fund was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from Arthur E. Shepard of Columbus, Ohio.

The income will be used to provide undergraduate scholarships to Cambridge High School (Cambridge, Ohio) graduates who attended Garfield Elementary School (Cambridge, Ohio) for at least four years. If Garfield Elementary School should cease to exist, this scholarship would be available to qualified graduates of Cambridge High School. If Cambridge High School should cease to exist, the designation of this scholarship would be determined by the Board of Trustees.

Candidates for selection will be considered upon the recommendation of the Superintendent of Cambridge, Ohio schools and the principals of Cambridge High School and Garfield Elementary School, in consultation with the University Committee on Student Financial Aid.

\$200,000.00

The Moritz Family MBA Scholarship Fund

The Moritz Family MBA Scholarship Fund was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from Michael E. Moritz (B.S.Bus. Adm. '58; J.D. '61).

The annual income shall be used by the Fisher College of Business to provide a scholarship(s) to MBA students. Selection of the recipients (based on merit) will be made by a college committee led by the Academic Director of the MBA Program in consultation with the University Committee on Student Financial Aid, with final approval by the Dean.

\$145,188.50

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

ESTABLISHMENT OF NAMED FUNDS (contd)

The Grey Oaks Scholarship Fund

The Grey Oaks Scholarship Fund was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from Juliet Collier Sproul, Naples, Florida.

The annual income shall be used to provide scholarships or to supplement the grant-in-aid scholarship costs of student athletes who are members of the Women's Varsity Golf Team pursuing undergraduate degrees at The Ohio State University. Preference shall be given to students from Collier County and the State of Florida. Selection of the scholarship recipient shall be made by the Director of Athletics in consultation with the Women's Varsity Golf Coach and the University Committee on Student Financial Aid.

\$100,687.63

The Marcia Shepard Mock and Lynne Shepard Jones Scholarship Fund

The Marcia Shepard Mock and Lynne Shepard Jones Scholarship Fund was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from their father, Arthur E. Shepard of Columbus, Ohio.

The income will be used to provide undergraduate scholarships to graduates of Grandview Heights High School in Grandview Heights, Ohio. If Grandview Heights High School should cease to exist, the designation of this scholarship would be determined by the Board of Trustees.

Candidates for selection will be considered upon the recommendation of the Superintendent of Grandview Heights Ohio Schools and the principal of Grandview Heights High School in consultation with the University Committee on Student Financial Aid.

\$100,000.00

The Sadie Schwebel Rifkin Endowed Memorial Scholarship Fund

The Sadie Schwebel Rifkin Endowed Memorial Scholarship Fund was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with a gift from the Schwebel Baking Company of Youngstown, Ohio.

The annual income shall be used to provide financial aid with preference for first-year students whose families have worked for the Schwebel Baking Company for a minimum of two years. If there are no first-year students, the scholarship may be given to students in other classes whose families have worked for the Schwebel Baking Company for a minimum of two years. If there are no students with preference, the annual income shall be returned to the principal. Scholarship recipients will be selected by the Schwebel Baking Company in consultation with the University Committee on Student Financial Aid.

\$50,000.00

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

ESTABLISHMENT OF NAMED FUNDS (contd)

The Madison H. Scott Memorial Fund in Political Science

The Madison H. Scott Memorial Fund in Political Science was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from the family, alumni, friends and associates of Madison H. Scott (B.A. Political Science '58), former Vice President for Human Resources and Secretary of the Board of Trustees.

The annual income shall be used to support the education of minority students in the Department of Political Science through grants made to students for research and scholarship.

\$27,440.00

The Pathology Faculty Support Fund

The Pathology Faculty Support Fund was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts transferred from The Ohio State University Department of Pathology.

The annual income from this fund shall be used to support faculty salaries and other operating expenses within the Department of Pathology.

It is the desire that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the priorities of the University.

\$25,000.00

Grant Stuart Morrison Scholarship Fund

The Grant Stuart Morrison Scholarship Fund was established April 4, 1997, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from family and friends in memory of Grant Stuart Morrison (B.S.Bus.Adm. '93).

The annual income shall be distributed to the Fisher College of Business to be used for support of an academic merit scholarship with preference for an upper class student majoring in either Finance or Real Estate who demonstrates professional excellence, university or community leadership and service. The recipients shall be selected in consultation with the University Committee on Student Financial Aid. The Morrisons shall be updated annually with the name of the student receiving Grant's scholarship.

\$15,040.00
(Grandfathered)

Upon motion of Mr. Skestos, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing resolution by unanimous voice vote.

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April 4, 1997 meeting, Board of Trustees

Mr. Wexner:

This concludes our meeting. I think this was just a great day -- enlightening and inspiring, if you will, on many fronts -- so onward to the next meeting in May. Thank you.

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Thereupon the Board adjourned to meet Friday, May 2, 1997, at The Ohio State University Wexner Center for the Arts, Columbus, Ohio.

Attest:

William J. Napier
Secretary

Leslie H. Wexner
Chairman